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15 February 1965

MEMORANDUM FOR: DDTR
DTR

SUBJECT : Executive Seminar, 8-12 February 1965

For Your Information Only:

1. The following are my most important reactions to the Executive Seminar of February 1965:

a. Excellentlly administered

The course was run without a hitch, as were all the other administrative aspects. The pace was extremely fast and gave one little time to concern himself with external problems of any type.

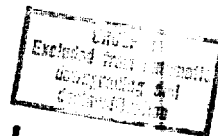
b. Grouping made the difference

The Green Group with which I was associated was serious, extremely industrious and interested. As a result we fared quite well and came close to either tying for first place as a team or occupied second place. In the case of the team in which [REDACTED] participated, there was an imbalance which added to a scepticism regarding the applicability of the training to the DD/P. This group was characterized

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by two extremes: [REDACTED] a hyperthyroid, energetic dynamo, and a somewhat withdrawn [REDACTED] silent, non-contributor. Another group which gave the impression of imbalance was that most often chaired by Carl Duckett, who gave the impression in some of his initial briefings that the group was out to beat the system rather than to understand and use it.

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c. Applicability of course to Agency

There was considerable discussion regarding the applicability of the course to the Agency as it is presently structured. I believe that the general reaction was that "the Management Course" will have to be written by OTR.

2. I believe that the reactions of some of the key men present are accurately described as follows:

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a. [REDACTED] - Not sold

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b. [REDACTED] - Interested, possibly sold on the need for similar training by key DD/P officers.

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c. [REDACTED] Momentarily interested, but doubt he has long-range interest.

d. Howard Osborn - Hard to tell

e. Dr. John Tietjen - He will have some serious questions relative to the personal tensions created by the course as a medical man. He gave the impression time and time again of the undesirability of creating any more "conflict" than is necessary and that there are enough differences in the Agency to preclude a need for the injection of additional ones. I think Dr. Tietjen was "interested" by the exercise, but I am not sure that he will consider this a "healthy" course. This

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evaluation of Dr. Tietjen is a partially intuitive reaction of mine, not based entirely on fact.

f. Bob Bannerman - I have no real basis for judgment, but my impression was that he could "take it or leave it".


Chief, Operations School/TR

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